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A Message from Chairman Steve Crosby Regarding MGC's Strategic Plan

It is with pleasure that I present the Massachusetts Gaming Commission's Strategic Plan. The completion of this comprehensive and meticulous Strategic Plan represents another crucial milestone achieved by the Commission as we steadily progress toward the arrival of expanded gaming and the establishment of an effective regulatory system. As the Commission completes its 8th month in existence and the state approaches the one year anniversary of the passing of the Gaming Act legislation, we are proud to inform the public of our continued and focused progress as we aggressively move toward the completion of the first phase of our two phase licensing process.

As a result of a significant amount of research and the collaboration with renown gaming industry experts, I am confident that this plan builds on the best practices of gaming regulation from across the country and a wide range of jurisdictions. Following the example set forth by the Legislature in creating the Gaming Act, the Commission will employ the industry's most promising practices as identified in the plan to introduce expanded gaming to the commonwealth in a way that attracts the highest quality applicants, establishes the most competitive and beneficial developments, protects host and surrounding communities and governs with strict control and the utmost integrity.

The Strategic Plan created provides the Commission with a blueprint to guide the successful implementation of expanded gaming by establishing a sound timeline for the awarding of licenses, identifying key issues and providing a broad series of recommendations on ways to address key policy matters facing the Commission. The Strategic Plan is purposefully designed to be a flexible, working document which presents a four-year critical path for the Commission, FY 2013 through FY 2016 budget and recommendations for the necessary Tables of Organizations to set up a fully functioning and efficient Commission.

On May 22, 2012, the Massachusetts Gaming Commission engaged the firms of Michael & Carroll PC and Spectrum Gaming Group LLC to provide gaming expertise, a strategic plan and overall guidance on a multitude of issues ranging from regulatory, legal, licensing, staffing and law enforcement. I would like to commend both firms for their accomplishments, dedication and partnership. Our consultants have worked tirelessly in concert with the Commission to achieve ambitious goals over the past eight months which includes first and foremost the standing up the Massachusetts Gaming Commission, drafting and issuing eighteen chapters of Phase 1 Regulations, drafting and releasing Phase 1 applications and assisting potential developers with the application process. Completed Phase 1 applications are due back to the Commission on January 15, 2013. The Phase 1 suitability background investigations will be underway as soon as completed applications are received by the Commission. We invite you to review our plan which represents a shared vision toward a future of job creation and economic growth for the citizens of the commonwealth.